THE Maple Leaf / LA Feuille d'érable

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FIELD TRAINING IN THE UKRAINE

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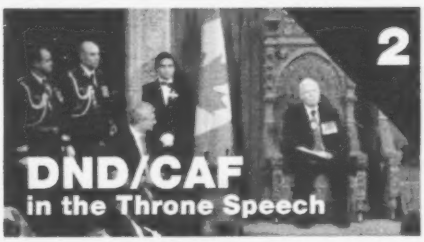

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National Defence | Défense nationale

Canada

ASK THE COMMAND TEAM

THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull.** Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

Q

Sir,

Over the last few years there have been several changes to pay and benefits that have been applied retroactively with very little or no advance warning (Separation expenses, danger pay, and now MATA/PATA calculation). Very little affects the rank and file as directly or immediately as pay issues, but when there is no advanced notice it causes a lot of churn. Often times the first indication members have of pay recoveries is when their pay statement comes in, or read about it in the newspaper.

Would it be possible to make it standard practice that prior to any changes such as these, they are widely communicated well ahead of when the changes come into effect, four to six weeks or more, and that affected members are contacted directly by their Orderly Rooms? Particularly when these changes most likely took several months of high level discussion, it seems reasonable to allow additional time prior to implementation to ensure that it does not cause undue hardship, and correct any miscalculations prior it coming into effect.

For your consideration.
Lieutenant(N), Ottawa

A

Thank you for this great question. Our members and their families are naturally interested in issues concerning pay and benefits, and it is very important for us to ensure that they receive timely information when our policies change, and know where to find additional information when they have questions.

As you can appreciate, communication in an organization as large as the DND/CAF can be challenging, and there have been times when we have not passed information along in the most timely manner. We must continue to work hard to improve this as clear communications are critical to ensuring our policies are clearly understood.

For this reason, the Chief of Military Personnel is developing a strategy to ensure that the chain of command is made aware of potential issues with sufficient time to analyze possible impacts, and to enable information to be conveyed to our members clearly, before policies come into effect.

General Tom Lawson, CDS

SPEECH FROM THE THRONE BALANCES BUDGET AND SUPPORTS THE ARMED FORCES

The latest Throne Speech reconfirms the government's commitment to the Canadian Armed Forces (CAF) and to ensuring that the Public Service is affordable, modern and high-performing. As the largest federal organization in the country, all members of the Defence Team have an important role to play in helping the government achieve its objectives.

Governor General David Johnston delivered the Speech from the Throne (SFT), on October 17, setting out the broad goals and direction of the Government of Canada and the initiatives that it will undertake to accomplish those goals.

Initiatives and commitments of particular interest to DND/CAF in the Throne Speech include:

Support to the Canadian Armed Forces

- Completing the plan to replace Canada's fleet of fighter jets.
- Renewing the *Canada First* Defence Strategy.
- Improving operational capability and readiness.
- Incorporating a strong role for the military reserves.
- Responding to emerging threats to Canada's sovereignty and economy posed by terrorism and cyber-attacks, while ensuring Canadians' fundamental privacy rights are protected.
- Assisting employers of reservists who deploy on missions.
- Supporting homeless veterans and the "Helmets to Hardhats" program.

Balancing the Budget and Reducing the Cost of Government

- Continuing to reduce the size and cost of government by freezing the overall federal operating budget, restraining hiring, making further targeted reductions to internal government spending.
- Introducing balanced-budget legislation.
- Reforming the way the federal system manages spending.
- Reviewing federal assets and, when it is in the best interest of Canadians, selling them.
- Setting public service pay and benefit levels that are reasonable, responsible, and in the public interest.
- Reforming disability and sick-day entitlements and working with employees to get them back to work as soon as possible.
- Amending the Public Service Labour Relations Act to ensure the public service is affordable, modern and high-performing and increasing performance accountability in the public service.

Military Tradition and History

- Commemorating the enormous sacrifices made by two generations of Canadians by marking the centennial of the First World War and the 75th anniversary of the Second World War.
- Rededicating the National War Memorial to the memory of the men and women who fought for our country and mark the formal conclusion of Canada's mission in Afghanistan.
- Building a Memorial to the Victims of Communism.
- Honouring the proud history of the CAF by restoring military traditions.
- Strengthening the Cadet and Junior Ranger programs and establishing the Canadian Museum of History.

As the government streamlines its operations and reduces expenses, Defence is finding better, more efficient ways of working through Defence Renewal.

To view the complete version of the Speech from the Throne visit **www.speech.gc.ca**. ◆

PHOTO: Sgt Ronald Duchaine

In the Senate Chamber, Governor General David Johnston delivered the Speech from the Throne to open the 2nd session of the 41st Parliament and outline the government's agenda.

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COVER:

Sgt Jim Lynch (left), of 1st Battalion, The Royal Newfoundland Regiment, and Sgt Ryan Caines of the 5 Cdn Div Training Centre, demonstrate urban operations techniques to Ukrainian soldiers.

Photo: MCpl David McCord

CJOC - A YEAR OF CHANGE

As Canadian Armed Forces (CAF) members slowly start the final rotation home from Afghanistan and the CAF moves forward into a world of change, Defence Renewal is setting a roadmap for the way ahead.

One command has been there, done that, and is still moving forward.

It's been a year since the transition of Canada Command, Canadian Expeditionary Force Command, and Canadian Operational Support Command into one integrated operational headquarters—Canadian Joint Operations Command (CJOC). And Lieutenant-General Stuart Beare, commander of CJOC, said, "Things are going great. Just don't ask all my staff officers, because they're the ones dealing with all the changes."

CJOC is responsible for conducting full-spectrum CAF operations in Canada, North America, and around the world. With its integrated command-and-control structure, CJOC directs operations from their earliest planning stages through to mission closeout, and ensures that national strategic goals are achieved.

CJOC'S ROLE

"The role of CJOC is less important than what CJOC provides to the Canadian Armed Forces, which is the execution of the CAF mission—to defend Canada and promote peace and security abroad. And, of course, it does all that by being prepared to and/or conducting operations," said LGen Beare. "We do that on the home front, the defence of Canada and the continent, with our operational partners the United States, and participate in missions overseas, whether they are motivated to provide safety and security of Canadians or defending Canadian interest and values."

CJOC also provides to the Chief of the Defence Staff the operational information he needs to anticipate where the CAF may next be required to operate, at home or abroad. It also prepares the conditions for those operations through contingency planning, relationships, and operational security with various partners.

"Our role is to deliver the Defence guarantee to operations," said LGen Beare.

THE TRANSITION

Since the CJOC transition a year ago, staff was amalgamated into one headquarters with one commander to help CJOC to expand their activities. So CJOC can now prepare the agenda and is the driving force behind the several major CAF joint training events such as Operations NANOOK, RIMPAC and JOINTEX, and is also working with US partners in exercises such as DETERMINED DRAGON.

Many people throughout the CAF thought the command transition would be an easy one, even considering the structure was changing and the staff still continued to carry out business as usual. "We didn't get there as quickly as we hoped," said LGen Beare. "But we never faltered or stumbled while our people were learning the culture of a new organization."

"Fundamentally, the integration of commands was motivated by a few things. To create an efficiency in staff at the operational level, we were directed to take the sum of the three headquarters staffs, add them up, and take 25 percent of that number and return that structure to be used elsewhere. So, the same level of operational command with a broader mandate, but with fewer people applied to the headquarters tasks—that was achieved," he said with a smile.

LGen Beare said another reason "was to integrate the elements below the headquarters from working with multiple operational commands to working with one—Maritime component in Halifax, the Joint Forces Air component Winnipeg, Commander of 1Cdn A Div HQ Kingston working on operations, so the Joint Operations now have one commander to work for, verses multiple creating an efficiency."

THE CHALLENGES

All this change doesn't come without challenges, and the biggest challenge LGen Beare can see is continuing to prepare and educate staff before they come to the command so they know their job and where they belong—especially when you consider that the CAF doesn't have a long history of Joint commands like some of Canada's allies.

"The Navy, Army and Air Force have sailors, solders, airmen and airwomen producing maritime, air and land capabilities; you learn what you belong to because you're growing in it and become more comfortable with the security you get there," said LGen Beare. "So understanding what it is before you get there is a challenge; we need to help make it more normal in the CAF. So, in other words, we need to write it down, then we need to teach it at our staff colleges so when people arrive it isn't a shock."

LGen Stuart Beare, in a 2011 visit to Camp Alamo which is now closed, has seen many changes in the Afghan mission over the years and, as it draws down, he is proud of what Canada and other international partners have achieved.

FILE PHOTO

CJOC is still discovering how it can work better with the element commanders so that nothing will interfere with operations. "You'll see how that gets delivered every day in search and rescue; how we delivered the flood relief in Alberta, delivering on the Afghan drawdown."

AFGHANISTAN CLOSE-OUT

Now that the close-out of the Afghanistan mission has started, CJOC has been busy preparing to bring troops and equipment home.

"We're concluding an incredibly important 12-year military contribution to a multi-national, multi-agency effort ...and delivering the mission mandate successfully, and will continue to do what we can while we're there, then successfully recover our people and materiel safely and securely, as we've been ordered."

LGen Beare has seen many changes in the Afghan mission over the years and, as it draws down, he's proud of what Canada and other international partners have achieved.

"From our first entry in 2002 to present day, the mission has shifted from us doing it for the Afghans six or seven years ago to, now, Afghans leading over 95 percent of the security operations in the country today, with the capacity to sustain this when coming online," he said.

"What we're seeing is a huge return on a huge investment by us and our international partners and, most significantly, in recent years, by the Afghans themselves," said LGen Beare. "We're coming home because it's working. We are able to say we delivered on the mission we were sent to achieve. We bought the time for the solution to come... and set the conditions for them to sustain."

"We're coming home because it's working. We are able to say we delivered on the mission we were sent to achieve. We bought the time for the solution to come... and set the conditions for them to sustain."

— LGen Stuart Beare

CJOC AND DEFENCE RENEWAL

Something which will have an impact on CJOC is Defence Renewal and the recently launched Defence Renewal Charter and Plan. In particular, the Charter and Plan's Performance category aims to create opportunities for reinvestment into military operational capabilities, an area that speaks directly to CJOC.

"CJOC supports the objectives of Defence Renewal," said LGen Beare. The business of the CAF is to defend Canada and Canadians, he said, in order to provide forces that are ready and able to perform in operations. Defence Renewal is motivated by the idea of finding efficiencies to reinvest in ourselves and to look for ways to reinvest in the pointy end of our business, either by conducting or preparing to conduct operations, and having forces postured to respond when the whistle blows, he said.

Defence Renewal initiatives are all about processes that enable operational readiness and mission capability, and tracking and monitoring to prepare for future operations. "We as a command are completely motivated by the idea that we get to look at our own efficiencies, some of which we've already paid down on," said LGen Beare. "So if you think about the integrating of three commands in structure terms, as human resources, that's renewal—three into one, the return of 25 percent of the centre, and we still deliver the same guarantee of service and expand the capabilities we bring to the force. We've done that."

LGen Beare says CJOC is another actor among many actors who are motivated ultimately by why we go to work every day, to deliver the mandate to "defend Canada and Canadians, and be anywhere in the world the CAF are required." So, how does Defence Renewal benefit CJOC? "You can't limit it to CJOC; it's how is it going to benefit the CAF mandate," he said. "At the very least, it is going to make sure we look at back-office business, which is essential to the institution to make sure it's delivering what it needs to do with as much efficiency as it can—so that the resources made available are advantaging our operations, our readiness for operations, and the posture and preparedness of the Force for those operations."

As the number of people deployed on operations around the world drops and Defence Renewal drives changes to how business is done, the pace for CJOC personnel will not slow down.

"So what's keeping us busy is not just sustaining what we do today, but making sure what we do is relevant, and adapting that to the environment within which we operate," said LGen Beare. "Also making sure we're prepared for the missions that we haven't been ordered to execute yet, but could be called upon to provide, like the home front fires and the missions overseas, like the non-combatant evacuations in Lebanon and Libya, and the unexpected. And who we want to posture and prepare to be operating with, as well as training for those missions."

So while the numbers on the missions may be smaller, personnel are in the same number of places: the Middle East, North Africa, in and around Afghanistan, the Arabian Sea region and the Caribbean, and over the years these places have become more unstable.

"They're certainly not more predictable, they're less in all cases ... for us that means more preparedness, which means more engaging, more understanding, and more planning, training and exercising," said LGen Beare. "So we're paying down on the insurance policy of living in world which is increasingly less predictable and unstable, and this is where the CAF needs to be ready." ♣

REMEMBRANCE DAY IN AFGHANISTAN

The 11th of November is a day to remember all of our fallen comrades from all of the wars and missions the Canadian Armed Forces has participated in over its proud history.

FILE PHOTO

Col Teemorshah, executive officer for the 1st Brigade, 205 Corps of the ANA, lays a wreath during a Remembrance Day Ceremony at the Task Force Kandahar Fallen Soldier Memorial.

GREAT CANADIANS

Those of us commemorating this day in Afghanistan remember the great Canadians who sacrificed around the globe in service to their country. Their courage makes us proud as we stand with our coalition partners and serves as an example to all of us as we work each day to accomplish our mission.

But as we stand under an Afghan sky and draw the same air that was for 158 Canadians their final breath, it is only natural that our thoughts turn to those comrades who fell here in Afghanistan. Many of us here knew at least one or two of the fallen and we miss their humour, their skill and their professionalism. Our thoughts also turn to their families and friends back home who have given so much.

IN AFGHANISTAN

Remembrance Day in Afghanistan is a memorable experience; perhaps, because we are here in the same place our comrades fell, wearing the same uniform they wore in their final moments, it seems as though we feel their loss more keenly.

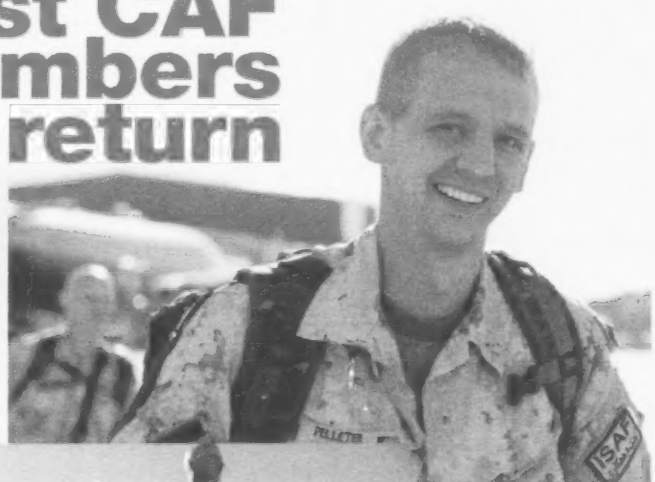
MADE A DIFFERENCE

But being here in Afghanistan also affords us the privilege and opportunity to see the differences our fallen comrades made in this country, to see what they sacrificed so much for. We see a much improved Afghan Army and Police Force. We see a much improved security situation. We see growing confidence and hope in the Afghan people. Most importantly, on this day, we see the gratitude of the Afghans for the sacrifice of our fallen comrades and it comforts us. I have lost count of how many Afghans have taken a moment with me to acknowledge the sacrifice of those Canadians who gave their lives to make Afghanistan's future brighter.

This summer, the Afghan Forces took the lead for the conduct of security operations in their country. They have fought well and hard and many warriors have been martyred. I ask that you take a moment to think of them as well. ◆

MCdn Dean J. Milner
CCTM-A Commander

First CAF members return



Lt Pelletier was part of the first group of soldiers returning from the final rotation of Op ATTENTION, arrived at the Shell Aerocentre, in Edmonton AB on October 11.

PHOTOS: MCpl Melanie Ferguson

CAF members arrived at the Shell Aerocentre, in Edmonton AB as they returned home from the final rotation of Op ATTENTION.

Changes to Campaign and Service Medals

The eligibility lists for several service medals have been modified and approved by the Armed Forces Council, to include additional qualifying service.

These changes affect the Operational Service Medal with EXPEDITION ribbon (OSM-EXP) and the Special Service Medal with NATO Bar (SSM-NATO).

The OSM-EXP is available to Canadian personnel who deployed with Operation LOBE (Task Force Tripoli) since November 1, 2011. Eligible personnel must have been within a 20-km radius from the Tripoli city centre.

The OSM-EXP is also available to Canadian personnel who co-manned aircrew on Airborne Early Warning and Control Systems in support of the Joint Inter-agency Task Force South on American-led operations since October 7, 2001: AIR BRIDGE DENIAL, CARIBBE SHIELD, and CAPER FOCUS. The theatre of operations includes the Caribbean Sea, the Gulf of Mexico and the Eastern Pacific Ocean, as well as the airspace above those areas.

The SSM-NATO is available to Canadian personnel who served with the Canadian Contingent NATO Airborne Early Warning Force deployed to Forward Operating Base Konya, Turkey, since January 10, 2011. Service must have been in direct support to Op AFGHAN ASSIST. The SSM-NATO is available to Canadian personnel who participate in the NATO Iceland Air Policing Program (Op IGNITION) since March 27, 2011.

For further details about the addition for this service go to **http://vcds.mil.ca/vcds-exec/pubs/canforgen/2013/168-13_e.asp**. Full criteria and complete eligibility lists can be found at Directorate of Honours and intranet site at **http://cmp-cpm.forces.mil.ca/dhr-ddhr/index-eng.asp**.

Training to Defend

EX STALWART GUARDIAN, PROTECTING CANADIANS AT HOME

The low growl of outboard motors gets louder, until the dark outline of a dozen assault boats can be seen in the pre-dawn darkness, running straight for the stony beach of Cape Rich on the north end of the training area.

Within minutes, dozens of soldiers from 4th Canadian Division Training Centre (4 Cdn Div TC) in Meaford, are splashing ashore while rifle and machine-gun fire crackles along the entire beach head: the final phase is underway in Exercise STALWART GUARDIAN 2013.

PHOTO: Cpl David Sainsbury

Soldiers from 33 Canadian Brigade Group are exercising cordon and search techniques to secure buildings in the vicinity of Meaford, Ont.

PARTICIPANTS

The exercise, which ran late summer, brought together more than 1,500 soldiers from across Ontario, including elements of 4th Canadian Division Headquarters, 33 Canadian Brigade Group Headquarters, 31 Territorial Battalion Group, 32 Territorial Battalion Group, elements of 32 Canadian Brigade Group, elements of 2 Canadian Mechanized Brigade Group and the Royal Canadian Navy.

"This was a stellar opportunity to train our soldiers in the full spectrum of operations in our most important mission: the defence of Canada," said Brigadier-General Omer Lavoie, commander of 4th Canadian Division.

DEPLOYING THE MILITARY

The exercise involved a fictional terrorist group known as Arctic Wind, said to have carried out a series of violent attacks on police and local residents in the Meaford area. The military deployed to a local Assistance to Law Enforcement (ALEA) mission, which escalated into a defence of Canada mission.

The assault boat landing capped a week of missions that included operations against insurgent positions and defending vital local infrastructure. Nearly 100 soldiers of 31 Territorial Battalion Group successfully landed on a hostile shore and fought their way inland, linking up with another company to carry out an effective attack that forced a well-prepared enemy out of strongly held positions.

CHALLENGES

Most of the soldiers participating in Ex STALWART GUARDIAN 2013 were Army reservists, and Colonel Howard Coombs, commander of the land component of the exercise, said it was an excellent opportunity to train for a defence of Canada scenario. "This reinforces the importance of our main role, protecting Canadians at home," he said. "It's always a challenge to bring together so many soldiers from so many different organizations, but training to support local authorities and to defend Canadians makes it all worthwhile."

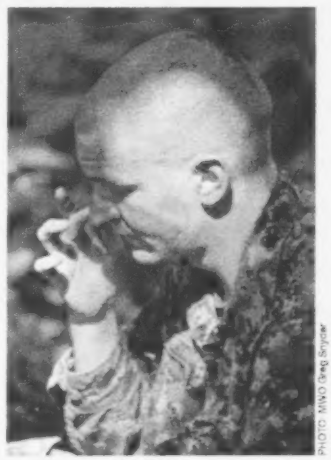


PHOTO: Sgt Serge Gouin, CNTC Meaford

A soldier from 33 Canadian Brigade Group applies camouflage paint to his face.

Operating in civilian areas, outside the training centre grounds, added a degree of realism to the exercise, making the training that much more relevant to the soldiers involved. ◆

Impressive finale for international exercise in Ukraine

Under an overcast sky in a vast expanse of green field, the combined forces of Lithuania, Poland and Ukraine, under the watchful eye of Canadian Army mentors, began the final phase of their field training during Exercise MAPLE ARCH 2013 (Ex MA 13) at the International Peacekeeping Training Centre training area near Yavoriv, Ukraine on September 20.

THE SCENARIO

The quick-reaction force followed a BTR-70 armoured carrier as they approached a village with suspected insurgents. Not too far away, a vehicle column halted after an explosive device was set off on the roadway. Soldiers engaged insurgents and a battle ensued; however, the Eastern European soldiers secured their objective and consolidated all the knowledge passed on by their Canadian mentors during their two weeks of training.

This scenario was played out in front of a large group of VIPs and dignitaries from each participating nation, all intent on witnessing the efficiency of their respective military forces.

"This exercise is a fantastic endeavour and it is helping to build relations between Canada and Ukraine," said Canada's Ambassador to Ukraine, Troy Lulashnyk. "I have spoken with many senior generals and decision makers and we all believe it is very important to demonstrate a commitment to friendship and build connections. Ukraine is speeding along the path of democracy and this exercise is a fantastic way of helping them to professionalize and modernize their military forces."

ENHANCING BASIS SKILLS

Ex MA 13 focused on Peace Support Operations for the training of battalion and company leadership positions, and the enhancement of basic soldier skills within a Ukrainian-commanded, combined Lithuanian, Polish and Ukrainian Multi-National Brigade.

The Ukrainian Land Forces and the Canadian Armed Forces (CAF) co-hosted this year's exercise with troops from Lithuania and Poland participating. Over 500 soldiers from these four countries participated – 360 from the Ukraine; 27 from Lithuania; 33 Canadian instructors and staff, most of who were from the 5th Canadian Division (5 Cdn Div), the Army of Atlantic Canada; and 87 from Poland.

Sgt Jim Lynch, of 1st Battalion, The Royal Newfoundland Regiment, discusses urban operations with Ukrainian soldiers.

"We can see that this year's training has enhanced the interoperability of our forces in the field and the soldiers from the four countries have worked hard to improve since the beginning of this exercise, said Colonel Joseph Shipley, Chief of Staff for 5 Cdn Div. "It is only with this level of hard work, dedication and understanding that we are able to achieve the goal of a Lithuanian, Polish, Ukrainian Brigade prepared for possible pre-deployment mission training."

In conjunction with the CAF Directorate of Military Training and Cooperation, exercise planners carefully constructed Ex MA 13 along a "walk, before you-can-run" approach to training. From what all participants and visitors witnessed on this cold and rainy day, it is evident that the combined forces of these allied countries are ready to "run" to their next level of training. ◆

TACTICAL ARMOURED PATROL VEHICLE UNDERGOING RIGOROUS TESTS

Approximately 50 soldiers from 5 Canadian Mechanized Brigade Group at CFB Valcartier are getting the chance to test out the Tactical Armoured Patrol Vehicle (TAPV), one of four major acquisitions by the Canadian Army to augment its family of Land Combat Vehicles.

The TAPV is part of a fleet of multipurpose vehicles to be used in domestic and expeditionary operations that are mobile and provide a high degree of protection for the crew.

A CAF member does some testing on the TAPV, ensuring the reliability, availability, maintainability and durability of the vehicle.

"The focus is on protection, mobility and firepower. The TAPV is an extremely highly-protected vehicle."

— Ron Johnson

The TAPV will replace the Coyote and the Armoured Patrol Vehicle (RG-31) and augment some of the functions of the G-Wagon. It will fulfill a wide variety of roles on the battlefield, including but not limited to reconnaissance and surveillance, security, command and control, cargo and armoured personnel carrier.

"The focus is on protection, mobility and firepower. The TAPV is a highly-protected vehicle. It also offers excellent mobility across terrains and, with the first dual remote weapon system in the Army inventory, it has excellent firepower as well," says Ron Johnson, the Deputy Project Manager for the TAPV project.

The vehicle is being put to the test on various types of terrain, from paved roads to severe cross-country. This is being done to prove the reliability and durability of the vehicle, for maintenance activities, and for "getting to know the vehicle a lot more."

The soldiers at CFB Valcartier are also testing the TAPV's remote weapons system and observation capabilities.

"User feedback is a critical aspect which has and will continue to further improve the design, performance and maintainability of the final product," says Mr. Johnson. "For the duration of the testing, comments and general feedback from the soldiers will be captured on a daily basis."

In addition, Qualification Testing is underway to ensure the TAPV is compliant with the vehicle technical requirements. This includes mine and IED blast testing of a surrogate hull.

At the US Army's Aberdeen Test Center (ATC), tests are being conducted on the TAPV's mobility, vehicle characteristics, remote weapons station performance, human systems and communications systems integration.

Testing at Valcartier will continue through April 2014, and the TAPV is scheduled to reach final operating capability in 2016. ◆

PHOTO: Sgt Sébastien Fréchette

Soldiers from 5 CMBG at Valcartier were involved in testing the Tactical Armoured Patrol Vehicle ensuring the reliability, availability, maintainability and durability of the vehicle.

ARMY KNOWLEDGE ENVIRONMENT – WHAT IS IT ANYWAY?

Tactics School CFB Gagetown rolled out Version 2.0 of the Army Knowledge Environment (AKE) on September 4 – a secure online repository of instructional assets intended to enhance training throughout the Canadian Armed Forces (CAF).

The initiative was born during a visit to Tactics School in late 2011, when Major-General Alan Howard, then deputy commander of the Army, saw the wealth of training assets created and maintained by the Tactics School's Army Learning Support Centre (ALSC). MGen Howard asked Brigadier-General Dave Corbould (then commander of the Combat Training Centre) to create a one-stop repository for training aids that would be available to the entire Army via internal and external networks.

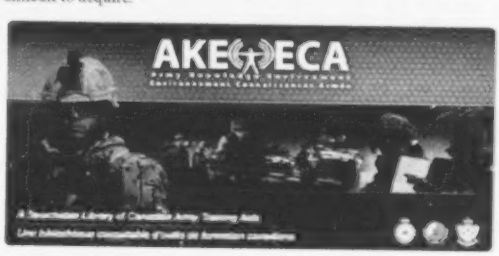
VERSION 1.0

Due primarily from the firm support provided by BGen Corbould, and the untiring efforts of the AKE team, Version 1.0 was released on November 5, 2012, after receiving approval from the commander of the Army. AKE Version 1.0 marked a first that any member of the CAF could access hundreds of high quality photos, videos, interactive 3D models, and Flash animations and applications from anywhere.

VERSION 2

With the release of Version 2.0, the site now boasts increased processing speeds and the addition of over 400 training assets. The development team is already working towards future upgrades which will see improved search capability, as well as the perpetual addition of training materials.

"We are extremely excited about the roll-out of AKE Version 2.0," said Lieutenant-Colonel Dwayne Parsons, Tactics School commandant. "Soldiers, anywhere in the world, will be able to access cutting edge, advanced learning products that were previously unavailable or prohibitively difficult to acquire."



EXPAND YOUR KNOWLEDGE

Instructors, students and those just wanting to refresh or expand their knowledge can view and download resources directly from the site: **http://ake.armyclearning.ca**. Training assets can also be shared directly from the AKE site during presentations or training sessions.

The AKE is primarily intended for use by CAF members of any rank, through the DWAN, but what makes it extraordinary is that members may access the site from anywhere via the Internet.

This feature is of particular benefit to members overseas, or those who are posted to Reserve units where DWAN access may be limited. Users who wish to access AKE resources through the Internet must first contact the AKE Administrator at AKE@armyclearning.ca. Users may also contact the Administrator if they want a copy of an asset that is not yet available for download.

LOOKING FOR FEEDBACK

AKE Administrator, Shannon Boulter is looking forward to receiving feedback from users regarding content, usability of the site and functionality. Armed with this information, the AKE will continue to evolve to meet the needs of the solider.

"The AKE is an incredible resource that allows the soldier to see what advanced training aids are out there and available to them," said Ms. Boulter. "Knowing what they like, and want to see in the AKE, can only help us improve and shape its development in a way that benefits the soldier the most."

October ANNOUNCEMENTS

October moves us into the fall season and the leaves were not the only thing transforming at Defence.

October 2

Renewal of the Cadet and Junior Canadian Rangers Programs

DND and the Canadian Armed Forces (CAF) are renewing and reinvesting in the Cadet and Junior Canadian Rangers Programs over the next five years. The goal is to enhance program delivery, to increase awareness and participation in the programs and to enhance partnerships and volunteerism.

Canadian warships sail for Exercise off Southern California

HMC Ships *Ottawa*, *Regina* and *Protecteur* sailed from Esquimalt Harbour, BC, to take part in conventional maritime warfare training off the coast of Southern California from October 7 to 11.

October 3

CDS visits NORAD

The Chief of the Defence Staff, Gen Tom Lawson, participated in a two-day visit to the North American Aerospace Defense Command (NORAD) Headquarters at Peterson Air Force Base in Colorado. This visit provided an opportunity to discuss issues of bi-national importance, including ongoing operations at NORAD.

October 4

New Military Judge appointment

The government announced the appointment of Colonel Michael Gibson, as a military judge. The appointment is the first in six years, and fills an opening resulting from the recent retirement of one of four military judges. The *National Defence Act* requires that military judges be military officers and members of a provincial bar for at least 10 years.

October 5

RCAF participates in Australian International Fleet Review

A Royal Canadian Air Force CP-140 Aurora aircraft from 14 Wing Greenwood had the honour of representing the CAF at the Royal Australian Navy's (RAN) International Fleet Review in Sydney, Australia.

The RAN invited more than 50 countries to send warships, tall ships and aircraft to participate in the event from October 3 to 11, to mark the 100th anniversary of the first entry of the RAN's Fleet into Sydney Harbour. The review is the largest commemorative event ever undertaken by the RAN, and more than 8,000 Australian and visiting personnel participated.

Another drug bust for HMCS *Toronto*

HMCS *Toronto* made an important drug seizure during a patrol in the Arabian Sea region, while deployed on Operation ARTEMIS. This drug seizure marks HMCS *Toronto*'s seventh narcotics shipment disruption as part of ongoing counter-terrorism operations in the Indian Ocean.

October 7

Military Family Services expands Family Information Line

In celebration of National Family Week, the CAF announced that it expanded its Family Information Line service to 24 hours a day, seven days a week, to better serve all military families. As the health and well-being of military personnel and families is a top priority for DND/CAF, the expansion of the Family Information Line is more important than ever.

October 9

New Commissioner announced

Defence Minister Rob Nicholson announced the appointment of Jean-Pierre Plouffe, as the new Commissioner of the Communications Security Establishment.

The CF Health Services restored historical identities

Traditional designations have been restored to the two health services branches of the CAF to honour and commemorate Canada's proud history respecting its military medical and dental professionals.

The Canadian Forces Medical Service will be renamed the Royal Canadian Medical Service to reflect the tri-service integration of the three former Navy, Army, and Air Force medical services since 1959. The CF Dental Services will be restored to the Royal Canadian Dental Corps.

Mental Illness Awareness Week

"The mental health needs of our Canadian Armed Forces members are a priority for me, and for our senior leaders. Mental illness is also a pan-Canadian public health concern, which is why initiatives such as Mental Illness Awareness Week are so important to recognize," said Gen Tom Lawson, CDS to mark Mental Illness Awareness Week.

October 11

Royal visits her Canadian Armed Forces units

Princess Anne, Colonel-in-Chief of The Grey & Simcoe Foresters, the Royal Canadian Medical Service, and the Communications and Electronics Branch visited units in Barrie, Borden and Kingston. There were joint welcoming events with the cities of Barrie and Kingston during her visit, which took place from October 22 to 25.

Canadian troops begin return home from Afghanistan

After deploying to Afghanistan this past summer, over 400 CAF personnel from 3rd Canadian Division were greeted by their families and friends in Edmonton and Winnipeg, just in time to celebrate Thanksgiving.

October 13

Republic of Korea Naval Ships make historic visit to Montréal

Two Republic of Korea Navy (ROKN) ships visited the Port of Montreal from October 13 to 16. This historic visit recognized the 60th anniversary of the Korean War Armistice and the 50th anniversary of Korea-Canada diplomatic relations.

October 16

RCN's Longest-Serving Honorary Captain Retires

Defence Minister Rob Nicholson, announced the retirement of noted businesswoman and philanthropist Sonja Bata, the Royal Canadian Navy's longest-serving Honorary Naval Captain, after 24 years of service.

October 18

CDS Hosts NATO Supreme Allied Commander Transformation

Gen Tom Lawson, CDS, hosted the North Atlantic Treaty Organization Supreme Allied Commander Transformation, Gen Jean-Paul Paloméros, for a two-day visit.

October 21

Canada extends maritime security and counter-terrorism mission

The government announced it will continue its commitment to maritime security and counter-terrorism in the Arabian Sea region by extending Canada's contribution to Combined Task Force 150 (CTF-150) until April 2015. The continued presence of military assets in the Arabian Sea region gives Canada and 28 other contributing nations the flexibility and capability to respond quickly to emerging crises in the region.

CAF provided airlift support in Syria

At the request of the UN, Canada provided military airlift to support the Organisation for the Prohibition of Chemical Weapons, whose members are presently operating in Syria.

October 23

Canadian Army trains Polish Task Force Headquarters

Twelve CAF members from the 2nd Canadian Division are in Kielce, Poland from October 22 to 30 for Ex BAGRAM XIV, helping train a Polish Task Force Headquarters for deployment to Afghanistan.

FORUM SHOWCASES CAF ENGAGEMENTS AND GLOBAL LEADERSHIP

INTERNATIONAL SECURITY FORUM
HALIFAX
FORUM SUR LA SÉCURITÉ INTERNATIONALE

With an innovative, unscripted format, over 300 invitees including leaders from government, military, media, academia, and business communities around the globe are coming together to exchange knowledge and new ideas.

These invitees will gather in Halifax, Nova Scotia, at the prestigious Halifax International Security Forum (HISF) for the fifth time, November 22-24. The Forum is organised by HISF Inc., with DND and Canadian Armed Forces (CAF) as a key partner, and hosted by Defence Minister Rob Nicholson.

EXCHANGE OF KNOWLEDGE

With its innovative, unscripted format, the Forum allows panellists and audience members to exchange knowledge and new ideas in a dynamic and open way that reflects the fast-paced, connected nature of contemporary security challenges in a globalized, digitized world.

From security in the Middle East to the Arctic, this year's panel discussions promise to generate a lot of interest and spark much debate.

UNIQUE GATHERING

This unique gathering, during which the world comes to Halifax, also greatly contributes to advancing Canada's international and defence diplomacy objectives, notably by allowing the Defence Minister, as well as other senior DND/CAF officials, to host bilateral meetings and specialized regional sessions with key counterparts on the margins of the conference.

WHAT IT PROVIDES

The Forum also provides DND/CAF with the chance to showcase Canada's military engagements and global leadership. On full display will be DND/CAF's contribution to security and defence at home, in the Western Hemisphere and around the world. Canada's innovations in space will also be featured to all conference attendees.

Panel discussions will be streamed live on the Halifax International Security Forum Website **http://halifax-theforum.org/**. ◆

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

LIEUTENANT-COLONEL JAY JANZEN: SHAPE CHIEF OF MEDIA OPERATIONS

PHOTO: Capt Fraser Clark

"We are at the top of our game at counter-insurgency," says Lieutenant-Colonel Jay Janzen, Canada's senior public affairs advisor at SHAPE (Supreme Headquarters Allied Powers Europe). "After over a decade in Afghanistan and with the Libya conflict behind us, the alliance's challenge, our challenge, is to maintain the present skill-set and prepare for the future."

The lieutenant-colonel is in the know. For over 23 years, he has soldiered for the UN and NATO in some of the most politically troubled regions across the globe and is still as engaged as ever in global peace and conflict issues.

As Chief of Media Operations for NATO's military-strategic headquarters since 2012, LCol Janzen has become very familiar with all NATO operations and plans. He sits at his office in Mons, Belgium, with a virtual ringside seat at the senior command level, and his job is to shape the alliance's image and what it does into a seamless narrative of transparency, openness and consensus. LCol Janzen, in his own way, fulfills a role supporting international peace and security in the *Canada First* Defence Strategy.

"NATO is a very big beast," says LCol Janzen. "We have 100,000 troops deployed internationally on operations and things aren't getting any easier as we transition out of Afghanistan."

He's got the "on the ground" experience to know: two tours to Afghanistan (Kabul in 2004 and Kandahar in 2008-09), as well as a United Nations Peacekeeping tour as an armoured troop officer to Bosnia in 1994 with Lord Strathcona's Horse (Royal Canadians) has honed his skills as a communicator.

Eight years into his Army career, LCol Janzen donned a scarlet uniform and mounted a charger as the Troop Leader of the Strathcona's Mounted Troop. "It was a fantastic experience, performing in the musical ride, which was really my first experience dealing officially with the public as a representative in uniform."

After a year with the mounted unit, LCol Janzen transferred to the South Alberta Light Horse as an operations officer, a reserve armoured regiment. Following his stint with the Light Horse, he transferred to the Public Affairs Branch, trading-in his spurs for the script. He graduated from the US Army Defence Information School in Fort Meade, Maryland in 2000 and was immediately posted to the Army staff assisting with the stand-up of the former Army News, as well as looking after issues management and revamping the Army Website.

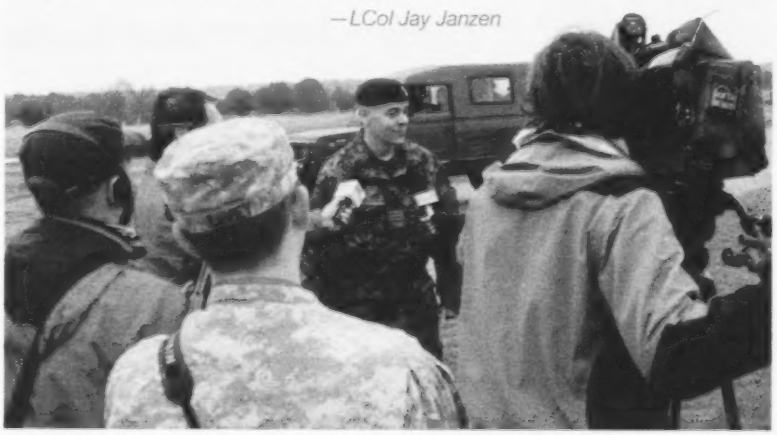
"It's definitely been interesting along the way," says LCol Janzen about his time in public affairs. "And the challenges will always be there."

Those challenges, as anyone involved in public affairs knows, are considerable. And now as the Chief of Media Operations – he admits his toughest job to date – he calls on his experience to assist him to tell the NATO story.

"What the alliance is most concerned with is that we clearly demonstrate solidarity," he says, "especially with the recent deployment of Patriot Missiles to the Turkish border with Syria. The geopolitical picture is exceedingly complicated and as NATO transitions from its most important mission in Afghanistan, we have to stress that NATO is the most capable and pre-eminent military alliance in the world. But we stress the importance of deterrence and the value of collective defence while emphasizing de-escalation in global hot-spots. Now, try that with 28 different countries in the mix who have 28 different national objectives and this will give you an idea of the complexity involved."

"We have 100,000 troops deployed internationally on operations and things aren't getting any easier as we transition out of Afghanistan."

—LCol Jay Janzen



LCol Jay Janzen, Chief of the NATO Media Information Centre, speaks to international journalists in Poland during Ex STEADFAST JAZZ, the largest NATO Exercise since 2006.

Selling this multi-layered narrative to global observers isn't easy. But NATO is the most readily identifiable alliance in the world; it's got that much going for it so there's a base level of engagement LCol Janzen relies on when communicating with the media.

But the alliance comes with quite a mission statement.

NATO's purpose is to safeguard the freedom and security of its members through political and military means. NATO promotes democratic values and encourages consultation and co-operation on defence and security issues to build trust and prevent conflict. The alliance is committed to the peaceful resolution of disputes. If diplomatic efforts fail, it has the military capacity needed to undertake crisis-management operations. These are carried out under Article 5 of the Washington Treaty – NATO's founding treaty – or under a UN mandate, alone or in co-operation with other countries and international organizations.

"At the end of the day, NATO demands consensus on all issues. If the council sits down to vote on a specific matter, and if one member dissents, the alliance will not move on that issue. But an attack on one NATO member is considered to be an attack on all members... so it really is the ultimate insurance policy."

And so LCol Janzen will remain at his post in Mons for another two years attempting to explain the multiplicity of issues – counter-piracy, humanitarian and international operations – to the global village.

PRESERVING CANADA'S MILITARY PAST AND PRESENT

CWO Richard Day, CAF Military Police Branch, views the military records of veteran LCpl Horricks with son Willard Horricks of Belleville, as Col Rob Delaney, CAF Provost Marshal, listens to the historical explanation.

"Soldiers gave their lives for our freedoms. I just want to ensure, in my own way, that the legacy and sacrifices of the men and women of the Canadian Armed Forces are preserved and honoured." That's how Honorary Lieutenant-Colonel Dr. Kevin McCormick explains the motivation behind Project Honour and Preserve, his initiative to locate lost war medals and memorabilia and return them to families or donate them to regiments and museums.

PROJECT IDEA

The idea for Project Honour and Preserve began at an auction where Canadian medals and other historical military artifacts were being sold. HLCol McCormick bought up what he could. This led to the purchase of other items and, over time, he began to amass an extensive collection, including war medals, letters and small pieces of uniforms from fallen soldiers.

"The point is to ensure those memories are honoured for future generations to learn from. It helps create an understanding of what the men and women did then. And it connects us to our current soldiers around the world and in Canada today," says HLCol McCormick, who represents the 2nd Battalion, Irish Regiment of Canada, based in Sudbury, Ontario.

ACROSS COUNTRY TOUR

Artifacts in tow, HLCol McCormick embarked on a cross-country tour in April. He has reunited families from Vancouver to New Brunswick with medals and letters from loved ones, made significant contributions to museums and regiments and has raised awareness about Canada's military history.

While his work continues, he has already turned some heads. His efforts were recognized in the House of Commons on April 30 and he has received praise for his work across the country.

"I am a proud member of the Army in an honorary role. The freedoms I have are based on people who served and are currently serving. I think understanding this is important and I will continue to try to support that," says HLCol McCormick.

"I have really been inspired by the spirit of Canadians who have gotten involved. I have met some really great people. Everyone has a story, whether it is a mother talking about a son or a child talking about a grandfather, it is all a part of our history."

PAST PRESENTATION

This past May, HLCol McCormick presented medals and accoutrements from Lance Corporal Henry Horricks, a former member of the Army military police and a Second World War veteran, to the Canadian Armed Forces' Military Police Group. At the time little was known about LCpl Horricks, so HLCol McCormick issued a challenge to the Military Police Group to find out more about him. They successfully located LCpl Horricks's son in Belleville Ont., and on October 10 HLCol McCormick presented the medals of LCpl Horricks to his son Willard who is now in his 70s.

"I was surprised by how much effort went into it and everything. My children were with me and they all were very impressed. I thought they went to an awful lot of trouble for a man; the only medals he got were voluntary," says Willard Horricks. "It was a very good experience and I am really happy that they went to all the trouble that they did." ◆

Canadian Armed Forces UPGRADES RESPIRATOR

The Canadian Armed Forces (CAF) has undertaken a project to upgrade its aging respiratory protection capability over the next three years. The Joint General Service Respirator (GSR) Project will see the CAF acquire almost 80,000 new respirators to replace the C4 mask and C7A filter, in service since the early 1990s.

The aim of the Joint GSR project is to acquire new respirators that incorporate the latest technologies and human factor considerations to meet increased respiratory protection levels, while significantly reducing the overall physiological and psychological burden on the users. The equipment will include the respirator system, spare parts, test equipment, training, documentation and accessories, as required.

"The C4 is still a good protective mask, but there is newer technology on the market that will allow us to better protect our soldiers, while at the same time making it less stressful to wear this protective kit," said Lieutenant(N) Jason Pickering, project director. "And over the years, international standards for respiratory protection have changed, as have the potential threats. So, it was clear to us that we have to look at these newer technologies to meet the future needs of our Forces."

The new respirator will be used by all CAF environments, both domestically and internationally. As Lt(N) Pickering points out, personnel must survive in a toxic environment while retaining the freedom of movement to accomplish their missions. This requirement applies to conventional warfare situations, peace support, counter-terrorism operations and support to civilian authorities.

"The cornerstone of effective chemical, biological, and radiological and nuclear defence (CBRN) is a good respirator," said Lieutenant-Colonel Alain Rollin, the CAF's Director of CBRN Defence and Operational Support. "Without that, none of the other CBRN defence capabilities really matter. The respirator is essential to force protection in the modern threat environment."

Lt(N) Jason Pickering (left) demonstrates proper fitting of the different types of gas masks to 2Lt Guillaume Desharnais-Roy.

In seeking out a replacement for the C4 mask and C7A canister, the CAF is looking specifically to improve the overall vision quality of the mask, the communications capability of users, and the ability to drink fluids while wearing the mask, as well as to reduce the breathing resistance inherent in the current system.

Human factor considerations are important for troops that may be required to wear respiratory protection for several hours. While hazard avoidance is the preferred protection against chemical, biological or radiological threats, mission success may well depend upon the ability of forces to remain on the battlefield despite the contamination.

"We have done a lot of work with industry to evaluate technical requirements. The feedback from industry has helped us develop a realistic and robust set of requirements that industry can meet," said Lt(N) Pickering. "We hope to have a request for proposals out to industry by mid-2014, and a contract awarded early in 2015. We expect to have full operational capability by 2016."

"The C4 is still a good protective mask, but there is newer technology on the market that will allow us to better protect our soldiers."

—Lt(N) Jason Pickering

The C4 mask and C7A canister were designed for Cold War scenarios to protect against the inhalation of worst-case battlefield concentrations of chemical or biological agents, or radiation-emitting particulates suspended in air. Although these threats remain important, there are new concerns with toxic industrial chemicals and other materials, as well as biological warfare agents that could contaminate a theatre of operations as a result of either a deliberate or accidental release.

"We looked at several options when considering how best to upgrade our respiratory protection capabilities," said Lt(N) Pickering. "We considered simply making improvements to the existing respirator and canister, or undertaking the design and development of a completely new system. But, in the end, we decided to acquire either a military or a commercial off-the-shelf system that would address all deficiencies and would provide CAF personnel with modern CBRN protection at less cost, in less time and with less risk when compared with other options." ◆

DEFENCE RENEWAL: BUILDING THE FUTURE OF DEFENCE TOGETHER

On October 7, the Defence Renewal Charter and Plan were launched during a national meeting of senior leaders from across Defence. The Charter and Plan set out to improve the way we work as an organization and find opportunities for reinvesting into the Defence Team. Together, the documents provide a five-year roadmap for Defence moving forward.

A DEFENCE TEAM INITIATIVE

Defence Renewal is a chance for us to step back and ask ourselves what we are doing well and what can be improved. This opportunity is not one solely for senior managers in the organization, but for all members of the Defence Team.

By working together and breaking down organizational silos, we can create a made-in-Defence solution that will allow us to find opportunities to reinvest directly into the Defence Team.

"I know our institution as a whole has gone through many iterations of change over recent years, and that has been demanding," said General Tom Lawson, Chief of the Defence Staff at the launch. "The vision of Defence Renewal is to entrench a culture of continuous improvement across the entire Defence Team."

"This is not a military issue, or a civilian issue. It is an issue for each and every one of us," said Richard B. Fadden, Deputy Minister of National Defence during the conference.

"When we all leave here, we should leave it better off then when we found it, and we all have a part in that."

As one of the key objectives of renewal is to find more efficient ways of doing our business, this is not a cost-cutting exercise.

"I'm not talking about more cost-cutting, but rather about doing things smarter," said Defence Minister Rob Nicholson, to the audience of senior leaders. "Our focus is to achieve clear accountability, improve processes and develop a stronger culture of innovation, which will ultimately ensure that we maintain the support and trust of Canadians."

DEFENCE RENEWAL CHARTER AND PLAN

The Defence Renewal Charter outlines the vision of our roadmap, while the Plan outlines a common set of actions, activities, roles and responsibilities for the entire Defence Team, and acts as an initial guide for executing various initiatives.

The roadmap is organized into two categories – Performance and Organizational Practices – each of which contains sub-themes:

Performance

The performance category aims to create opportunities for reinvestment into military operational capabilities. Six major themes make up the Performance category, with 22 separate initiatives stemming from the themes. The themes are:

- Operations and Training
- Maintenance and Materiel
- Information Management and Technology
- Infrastructure
- Personnel
- Management Systems

Organizational Practices

The Organizational Practices category is designed to strengthen our ability to implement, embrace and sustain improvements to Performance over the long-term. Three major themes make up the Organizational Practices category, with eight separate initiatives falling under the themes. The themes are interdependent, and success or failure in one will affect the progress of the others. They are:

Strategic Clarity:

- provide staff with clear organizational direction and strategy for success
- translate that strategy into specific goals and targets for all levels of Defence

Disciplined Business Execution:

- clear objectives
- close monitoring of progress towards objectives

Openness and Trust is defined by the presence of:

- honesty;
- transparency; and
- open dialogue.

JOIN THE CONVERSATION!

Members are encouraged to join our new networking platform, Defence Connex, to share ideas on Defence Renewal. Joining instructions and other Defence Renewal information can be found on the Defence Connex section of the Defence Team intranet at **dt-ed.mil.ca**. ♣

Command implements DRMIS

After many months of concerted effort, the Defence Resource Management Information System (DRMIS), has been rolled-out to the Canadian Special Operation Forces Command Headquarters (CANSOFCOM) and its subordinate units.

The successful implementation of DRMIS in CANSOFCOM represents a milestone in achieving materiel visibility and accountability for both the Defence Team and the SOF community. This solution provides CANSOFCOM with the necessary Operations Security requirements, while meeting DND business transformation initiatives. CANSOFCOM now has an integrated information management tool that will support SOF materiel throughout its lifecycle from acquisition to disposal, while providing financial reporting of valuable CANSOFCOM assets.

Full operating capability was achieved October 18 with all CANSOFCOM units operating with the DRMIS Enterprise Resource Planning tool.

The DRMIS project management office with its IBM/SAP partners and CANSOFCOM support personnel were challenged to develop a solution that met the corporate requirements for asset visibility while protecting operational security. Through close collaboration with DRMIS project management, CANSOFCOM personnel and technicians worked through the stages of planning and scoping, blueprinting, system design and implementation, all done inside a 20-month schedule.

The CANSOFCOM DRMIS solution involves many security layers and protocols, with the ability to transport information from the CANSOFCOM network, to the Defence Wide Area Network and vice versa. Fortunately for SOF support personnel, DRMIS transactions and Graphical User Interface are the same used by the corporate version of DRMIS. ♣

CANSOFCOM "Go-Live" ceremony held at Command HQ on September 9.

Defence Environmental Strategy

The Defence Environmental Strategy (DES), will guide the Defence Team towards the sustainable management of its operations. It will further integrate environmental considerations in the planning and execution of Defence Team activities to prevent or minimize any associated environmental impacts without compromising Defence mandated operations.

"We join our NATO allies in defining new ways to ensure military success while ensuring we protect those things that are valued by all Canadians: a safe place to live, which includes a clean and safe environment for ourselves and our children, now and well into the future," says General Tom Lawson, Chief of the Defence Staff.

The DES will include those initiatives that form part of Defence's contribution to the federal government's environment and sustainable development agenda, including the Federal Sustainable Development Strategy (FSDS).

The DES showcases the significant effort that has already been made to date and upon which Defence will continue to build to fulfill the government commitments.

For more info on DES go to **http://admie.forces.mil.ca/dgcm/defence_environmental_strategy_eng.asp**.

CAF members participate in international challenge

MCpl Facundo Tio-Tio climbs out of ice-cold water after a plunge from a zip line during the Summer Challenge.

Four days and three nights in the Czech Republic normally involve hotels and guided tours. However, this was something different for a crew of soldiers that spent their time trudging the Moravian countryside and sleeping under the stars.

For over a decade, the Military Command Training Academy of the Czech Armed Forces has hosted an international outdoor championship titled the Summer Survival Challenge September 29 to October 3. This year, the Canadian Army decided to accept the challenge invite.

Representing Canada for the first time was a team of three competitors and two support staff from the 3rd Battalion, Princess Patricia's Canadian Light Infantry (3PPCLI) Edmonton. Selected competitors were fit and possessed extensive training in navigation, field-craft and mountaineering.

The competition consisted of navigation by day and night (with crude maps and aerial photos) through the hillsides and rural villages to find waypoints, punctuated by undisclosed, timed challenges that tested the physicality, teamwork, and mental agility of the competitors. Teams were unassisted throughout, adding an element of survival as teams raced through the challenge with only the supplies and equipment they could carry, breaking only for brief rest periods.

Finishing in 8th position out of the 13 teams, the 3 PPCLI competitors contended well for their first time in this unique and challenging event. For the Canadian team this year's experience has produced some valuable lessons learned for any subsequent competitors that are fortunate enough to participate. ◆

SOLDIER ON PARTICIPANTS BEGIN THE SOUTH POLE ALLIED CHALLENGE

THREE TEAMS, 335 KM, 16 DAYS, -35 DEGREES CELSIUS, CONSTANT WINDS. THIS IS NOT YOUR AVERAGE RACE!

Those teams of wounded military members from Australia, Canada, the United Kingdom and the United States are embarking upon one of the most high-profile expeditions of modern times, racing to the Geographic South Pole from November to December. Master Corporal Chris Downey and Corporal Alexandre Beaudin D'Anjou are representing the Canadian Armed Forces (CAF) and Soldier On as part of Team Commonwealth (represented by Australia and Canada) in this historic and gruelling challenge.

THE CHALLENGE

While MCpl Downey is excited about going to the South Pole, he is even more enthusiastic to show others with injuries that they are not alone in the personal battles.

"This challenge provides the opportunity to complete another mission with my fellow soldiers, and a chance to prove that we can do anything, despite our injuries," said MCpl Downey. "Whether suffering with psychological or physical wounds, these sorts of challenges can be overcome with hard work, determination and belief."

Cpl Beaudin D'Anjou views this challenge as a way to prove that wounded service personnel are still able to not only go on with their daily lives, but to excel in their lives, as well.

"The doctors say I will have chronic pain all of my life, so I have to learn to live with it. That's what I'm doing and that's why the expedition is so important to me. I want to prove to everybody that it is possible to not only survive hell but to thrive and live again, and to even soldier on to achieve big things," said Cpl Beaudin D'Anjou.

ROYAL PATRON

With Prince Harry participating as patron, the expedition is being organized by Walking With the Wounded, a UK-based charity, which funds extreme expeditions for wounded military men and women. Canada's participation is being facilitated through Soldier On, a National Defence program that assists serving and retired ill and injured CAF members. Soldier On helps empowers the people it helps by encouraging them to adopt an active and healthy lifestyle through participation in recreational, sporting and other challenging activities.

The teams will fly to Antarctica in a week's time. They will aim to reach the South Pole around December 17. Follow their progress during the race and support the walk. ◆

MCpl Chris Downey completed the 2013 Army Run half-marathon while pulling a tire the entire way as he trained for the South Pole challenge.

INTERNATIONAL DAY FOR PERSONS WITH DISABILITIES

The Defence Team is celebrating this year's International Day for Persons with Disabilities (IDPWD) under the theme "What are Your DiversABILITIES?".

Events and awareness activities will be held across our organization on December 3.

To obtain copies of IDPWD posters, please send your request to +EE Com Events@ADM(HR-Civ) DDWB@Ottawa-Hull.

For more information on IDPWD, visit the EE Commemorative Events Intranet site at **http://hr.forces.mil.ca/eee-ecef**. The site includes a handbook on How to organize an EE commemorative event; regions are also invited to send in their agendas, success stories and photos via this Website.

An online collaborative tool is also available to event OPIs, designed for organizers of EE Commemorative Events across the department to stay connected and to share ideas and knowledge.

Participate, celebrate, learn, share!

Defence Connex

What's new...

Blog by Edison Stewart, ADM (PA) and Champion for Blueprint 2020

"As you may know, I recently submitted our Blueprint DND Progress Report to the Clerk of the Privy Council. I want to share what I've heard from you so far and some of the things identified in that report."

To read the full blog post, visit Group Blogs on Defence Connex.

What's being discussed right now?

- **What innovative formal or informal human resource practices, such as development or mentorship programs, have you seen that you think might work well in our organization?**
- **How can DND/CAF best harness Generation Y?**
- **What do you think are three concrete things that we can do to improve how our organization uses technology?**
- **What's your Great Idea? Share your thoughts here on how we can improve as an organization!**

Visit the Defence Connex discussion groups to read what other members of the Defence Team are saying and to share your thoughts.

PASSCHENDAELE

Blood bath on the Western Front

As the single-most horrific contest during the First World War, the Battle of Passchendaele resonates in history as the toughest campaign fought by soldiers of the Great War.

Waged between July and November 1917, two massive armies slogged it out in the trenches around the Belgian village of Passchendaele where British Expeditionary Force (BEF) commander Field Marshall Sir Douglas Haig sought a break-out around the Ypres salient to capture German submarine bases on the Belgian coast.

For three years, the British made little headway along their sector of the line on the Western Front while the death toll was beyond comprehension. Average monthly casualty rates for soldiers in the First World War were appalling. The BEF's "normal wastage" statistic – of which the Canadians were a part – reported monthly losses at 35,000 soldiers. It was a grim set of circumstances.

British, New Zealand and Australian troops were thrown into the melee in the first months of the campaign. Severe rain, huge artillery bombardments and a high water table turned the battlefield into an endless morass of mud.

PREPARATION AND ATTACK

After three months of unrelenting death and destruction, the BEF had worn itself out. It was at this moment of the battle that Sir Haig ordered the Canadian Corps, a 100,000 strong fighting formation, to the Passchendaele front in mid-October 1917.

General Sir Arthur Currie, the Canadian Corps commander, wrote in his reconnaissance notes, "battlefield looks bad, no salvaging has been done and very few of the dead buried." The initial objectives set by Sir Haig hadn't been met, and three months into the fight there was nothing to show but 10,000 dead on both sides.

Gen Currie objected to the battle, fearing it could not be won without fearful losses but Sir Haig was desperate for a symbolic victory and insisted on the effort, believing that even a limited victory would help salvage the campaign. Having no choice but to attack, Gen Currie prepared for the fight, understanding that deliberate preparation, especially for his artillery and engineers, was the key to advancing over this shattered landscape.

On November 6, the First and Second Divisions resumed the advance. The Canadians attacked so quickly that German artillery rounds landed behind the advancing infantry. But in three hours of fighting, the Canadians suffered 2,238 casualties.

On November 10, the fighting was all but over and Passchendaele was in the hands of the Canadian Corps.

Theirs was a terrible experience characterized by slaughter, drowning and death. After three days of hard fighting and with 2,500 killed and wounded, Gen Arthur Currie called a halt just shy of his initial objective.

When the Canadians arrived, relieving Australian and New Zealand troops, they were shocked by the terrible battlefield conditions. Gen Currie ordered the construction of new roads, the building or improvement of gun pits, and the repair and extension of light railways. Horses and mules transported hundreds of thousands of shells to the front preparing for the infantry's attack. The Germans sitting atop Passchendaele ridge fired continuously on these efforts, killing or wounding hundreds.

Gen Currie launched a deliberate or "set-piece" attack on October 26, the first of four phases in a battle he estimated might cost 16,000 Canadians killed or wounded.

The Corps' Third and Fourth divisions attacked first. Theirs was a terrible experience characterized by slaughter, drowning and death. After three days of hard fighting and with 2,500 killed and wounded, Gen Currie called a halt just shy of his initial objective.

THE LEGACY OF PASSCHENDAELE

Canadians demonstrated unprecedented valour during the Passchendaele campaign with nine soldiers receiving the Victoria Cross for their actions in just over two weeks.

But the human cost was overwhelming.

Total British losses were estimated at 275,000 casualties to the German's 220,000, making it one of the war's costliest battles. Although a victory for the Allies, the battle delivered a blow to the collective morale of the British Expeditionary Force and is typically remembered as the low point of the British war effort.

Passchendaele remains synonymous with the terrible and costly fighting on the Western Front but unlike many other battles in the First World War, this one would go down in infamy as a futile effort. Just six months.

PHOTO: Dary Vachon

REMEMBRANCE DAY

Steeped in modern military history

Every year since 1919, from sea-to-sea, at precisely 11:00 a.m. local time, many businesses, factories, schools, offices and even traffic in Canada comes to a halt for two minutes of silence on November 11. This event, known as Remembrance Day, aims to commemorate Canadians who died in service to Canada from the South African War to our current missions.

ARMISTICE AGREEMENT

On November 11, 1918, the Armistice agreement between Germany and the Allied powers went into effect, bringing an end to the horrendous fighting at the eleventh hour of the eleventh day of the eleventh month. For all practical purposes, what was then known as the Great War (and later the First World War) was over. The four-year conflict consumed millions of lives around the world, and its conclusion was cause for thanksgiving. The first Armistice Day was celebrated a year later throughout the Commonwealth.

BILL PASSED

In 1931, Member of Parliament Allan Neill introduced a bill to hold Armistice Day on a fixed day – November 11. During the bill's introduction, it was decided the word "remembrance" would be used instead of "armistice". The bill passed and Remembrance Day in its current form was celebrated for the first time on November 11, 1931. In order to accommodate this new day of celebration, Thanksgiving Day was moved to October 12 that year.

THE POPPY

The poppy is the symbol of Remembrance Day in Canada and every year millions of Canadians pin one to their lapel or hat on November 11, as a way of expressing their commemoration of the servicemen and women who gave their lives. The story of how the poppy became the symbol of remembrance has varying origins, but its inspiration is without question from Major John McCrae's poem, "In Flanders Fields" composed shortly following the 1st Canadian Division's bloody baptism of fire on the Western Front in April 1915.

THE MEMORIAL

The Government of Canada's decision to erect a memorial to those who had served their country during the war was supported by strong popular sentiment. Dedicated by King George VI at 11 o'clock on the morning of Sunday, May 21, 1939, the National War Memorial in Ottawa has come to symbolize and honour all those who have served Canada in time of war. ◆

Source: **http://www.cmp-cpm.forces.gc.ca/dhh-dhp/pub/oth-aut/rd-js/index-eng.asp** and **https://www.veterans.gc.ca/eng/memorials/memcan/national.**

Awareness and prevention are key

"AWARENESS AND PREVENTION ARE KEY," SAYS DEANNE CHAFE, ADDICTIONS SPECIALIST WITH STRENGTHENING THE FORCE (STF), FOR OVER 10 YEARS.

Since 2005, the Addictions Awareness Campaign has been promoting an addiction-free lifestyle for CAF personnel and their families. This year, the campaign will run from November 12-26 and offers the chance to win an Addictions Awareness Kit, full of materials to help promote and educate CAF members and their families about the importance of maintaining an addiction-free lifestyle. The contest is open to all military personnel, their family members over the age of 18, and other members of the Defence Team.

Simply go online to test your knowledge about alcohol, other drugs and gambling and you are automatically entered for a chance to win! **www.forces.gc.ca/knows-sais**

In addition to the contest, new articles are available providing information and highlighting the importance of a mindful approach to the use of alcohol, tobacco, prescription drugs, over the counter medications, and gambling. Ms. Chafe reminds everyone of the many services and resources available both nationally and at the local level.

"WE'RE NOT PROHIBITIONISTS"

When Ms. Chafe wants to disseminate information about addictions, she is quick to say that promoting an addiction-free lifestyle is definitely a challenge, especially in the CAF.

"Many military traditions actually involve alcohol – not unlike society in general," she says. "We need to promote a healthy work environment for our members and their families. We are not prohibitionists, but we do promote responsible use of alcohol." Ms. Chafe insists we all need to review the latest information about the dangers of gambling, and the use of substances including tobacco.

A PARTNERSHIP WITH MFRC

Families and individuals need to cope with the stressors of job and military life; deployment, frequent moves, injury, single parenting during a deployment, and job stressors. These stressors can contribute to the unhealthy use of substances.

Thanks to a partnership with Military Family Resource Centres (MFRC) to promote an addiction free lifestyle as a family affair, Ms. Chafe more adamant about the importance of STF's role in providing accurate information about alcohol, other drugs, tobacco and gambling.

TOP TIPS

Top tips for an addiction-free family underline the need for awareness in the CAF about alcohol and drug use and their potential serious health, social and legal implications for military members and their families.

Articles and information such as "Talking with your kids about alcohol and other drugs", "YOU as a role model!", "New online questions to consider, Do an "Alcohol Reality Check", and the RCMP Canadian Champions Celebrity Program are just a few of the new subjects and links behind the 2013 Addictions Awareness Campaign.

Be sure to watch for the many fun and interactive activities organized by your local Health Promotion Staff or contact your local Health Promotion Office for more information.

PHOTO: Cpl Andrew Vinsley

It's that time of year again to get your influenza shot. Gen Tom Lawson, CDS, receives the annual influenza shot from Lt Stephanie Chan, CF Health Services Centre (Ottawa), at NDHQ.

ASK THE EXPERT

Fitness at any weight

Q: I have put on a significant amount of weight in the last few years and despite exercising every day I have not been able to return to my enrolment weight. Is there any hope that I can change my exercise routine to achieve my desired body weight?

Frustrated

A: Dear Frustrated:

First of all – congratulations, because being a regular exerciser at any weight is a great thing. Health and fitness specialists regularly meet frustrated people like yourself whose exercise program isn't producing the weight loss they desire. Just like you, many of these people are ready to quit and they are pleasantly surprised to hear that weight loss alone is a very poor measure of the success of a health and fitness program.

While being overweight does have its own set of health risks, research has clearly shown inactivity is a significant risk to your health regardless of your body weight. Study after study shows that people who are overweight and active have fewer health problems than people who are overweight and sedentary. Depression, heart disease, diabetes, cancer, high blood pressure and osteoarthritis can all be helped or eliminated with regular physical activity. These findings reinforce that people are designed to move and when we don't treat our bodies to a regular dose of exercise bad things happen.

While regular exercise offers a wide variety of health benefits, on its own it is a very time consuming way to try to lose weight. For example the average person needs to run for an extra 90 minutes to burn the calorie equivalent of eating a Big Mac, a medium French fries and a large pop. Unless you have an unlimited amount of free time, your weight loss strategy should include a combination of regular exercise and calorie watching.

The bottom line is that you should stop measuring the success of your health and fitness program exclusively with a weight scale. If you are looking to drop a few pounds and keep them off, then the secret to success should involve a combination of daily exercise and watching your calorie intake. Exercise is medicine.

Response provided by specialists in the Directorate of Force Health Protection.

Answer provided by specialists in the Directorate of Force Health Protection.

Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. *Only selected questions will be answered in subsequent columns.*

KEEPING THE DEFENCE TEAM HEALTHY

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

THE BUG OUT

Lieutenant Smith is a new commander of Number One Rifle Platoon for the Second Lord's Dragoon Regiment. As the lieutenant waits with the other officers for fitness parade form-up, he observes Sergeant Schnell arrive short of breath and already sweating.

Sgt Schnell is the newly promoted section commander and has been identified as a streamer. The sergeant falls in line just as the Regimental Sergeant-Major takes his position on parade. He does not see Sgt Schnell arrive late.

Following an intense fitness session leading the platoon, Lt Smith overhears a conversation between the platoon warrant officer and Sgt Schnell. It appears that Sgt Schnell did not escape the notice of the hard-nosed second-in-command.

Sgt Schnell explains that he was stopped by the local police for speeding and avoided a ticket by lying to the officer, claiming he had to rush to the base because he had been called out in support of an international operation. The warrant officer laughs it off and dresses Sgt Schnell down for being late. The warrant officer strongly advises the sergeant to be on time for all future parades.

Lt Smith cannot believe the warrant officer does not address the lie Sgt Schnell told the police.

Following unit coffee, Lt Smith invites the warrant officer for another hit of caffeine and a chat.

From a Defence ethics perspective, what recommendations would you offer Lt Smith in order to address the morning's events?

DEFENCE ETHICS PROGRAMME (DEP) COMMENTARY

The following commentary is provided by the DEP Directorate for the purpose of highlighting some of the main ethical themes of the case scenario. We also invite you to consider any reader feedback that may follow. We invite all employees to consider this scenario for low level "cascade" training and to discuss the situation with their supervisors, peers, or subordinates.

A starting point could be "Duty with Honour" and its prescribed military values: duty, loyalty, integrity, and courage. Sgt Schnell's blatant lie brings discredit upon himself and the organization. It does not support the ethos of the Canadian Armed Forces (CAF) and DND, or the organization's commitment to creating a positive ethical climate. At the platoon level, it is the command team that has the responsibility to ensure that it creates and promotes a fair and ethical climate within the organization. What type of message does inaction set for the members of the platoon?

Further, the aim of the DEP is to foster ethical practices in the workplace and on operations. The values listed in "The DND and CF Code of Values and Ethics" echo those found in "Duty with Honour" and include integrity, loyalty, courage, stewardship, and excellence. Sgt Schnell's lie certainly disregards the value of integrity and its expected behaviours of always act with integrity and communicate and act with honesty. Additionally, the value of stewardship requires Defence Team members to consider the immediate and long-term effects of actions. Will relations with the local community (in this case police forces) become strained if the police officer finds out that there was not an emergency situation? Creating, fortifying, and maintaining an ethical climate within the workplace, whether in a field platoon or an office, should be a constant consideration for all DND employees and CAF members. The leadership group of each organization is responsible for its organization's ethical climate. This includes positive and ethical interaction with the public. There are many informal and formal avenues open to Lt Smith. Which would you choose?

Reader feedback is welcome at: **+Ethics-Ethique@CRS DEP@Ottawa-Hull.**

CAF DEVELOPS
WORLD LEADING CBRN SYSTEM

When Major Nicko Petchiny and his team proposed to a NATO planning committee in Denmark earlier this year that the Canadian Armed Forces (CAF) could demonstrate an integrated warning and reporting system for defence against chemical and biological warfare agents during Exercise BRAVE BEDUIN 2013, the response was lukewarm at best.

"Traditionally, this exercise is done manually with telephones used to communicate threat information to commanders and their command-and-control systems," said Maj Petchiny, director of the CAF's Chemical, Biological, Radiological and Nuclear (CBRN) Sensor Integration and Decision Support (SI & DS) Project.

PROVIDING LINK

Maj Petchiny and his team were proposing to provide an automated link from software tools that model the predicted path, or threat zone, of airborne chemical, biological and radiological warfare agents on the battlefield to the Canadian Army's command-and-control system, as well as to systems used by the Royal Canadian Navy and Canadian Special Operations Forces.

"But largely due to the outstanding efforts of our project management team in preparing for BRAVE BEDUIN, NATO countries were very impressed with the capabilities of the system and by the end of the exercise, they were asking for more information about our program," he said.

CBRN DEFENCE WARNING

The CAF began working on its advanced, automated system for CBRN defence warning and reporting more than a decade ago, as part of an overall program to modernize our CBRN defence capabilities. Canada's system was similar to most other military CBRN procedures still in use today: information from chemical and biological detectors in the battlefield was manually input into specialized software, usually hosted on a laptop computer, where it was analyzed and interpreted. The software generated a hazard plot, or predicted plume, taking into account such factors as the sources of the threat agent, air temperature, and wind direction and speed. These predictive models were then relayed manually, by telephone, by radio, or by boots on the ground to in-theatre commanders. The process was often slow and cumbersome.

BUILDING PROJECT

The SI & DS Project set out to build an integrated system that automatically accepts CBRN sensor data, transfers it to the military's classified networks to be interpreted by specialized CBRN analysis tools, and then delivers it to commanders through their command-and-control systems.

Canada is the first country to acquire the JEM software.

To accomplish this, the Project first had to work with industry to develop a standardized interface, or a common language, between proprietary CBRN sensors and a controller. System developers also had to ensure that sensor data was rendered in digital form so that the transfer from sensor to decision support tools to command-and-control systems could be automated.

"We chose an open architecture based on existing NATO standards as well as proven intelligence, surveillance and reconnaissance standards already used jointly in the Canadian Forces," said Maj Petchiny.

"Using this standardized, common-language approach, Canada has been able to progress faster than any other country in integrating its CBRN sensors."

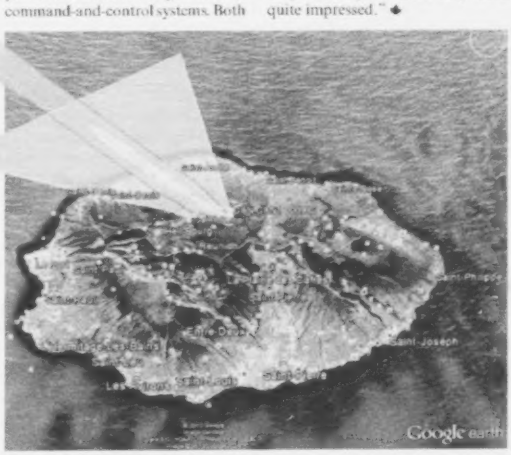
UNIQUE SYSTEM

The system also includes two unique bridges that transfer data. In the first instance, a data diode transfers CBRN sensor data across from the unclassified to the classified domains where it will be analyzed. Next, output of the CBRN hazard prediction tools is bridged over to command-and-control systems. Both of these bridges are unique to the Canadian SI & DS system.

EX PRECISE RESPONSE

This summer, the SI&DS Project team followed up their successful demonstration at Ex BRAVE BEDUIN with another demonstration, Ex PRECISE RESPONSE in Suffield, Alberta, at the Defence Research and Development Canada facility. For this live-agent training exercise, the team linked a series of fixed-site chemical agent sensors and vital point biological agent sensors to their common controller, and integrated the sensor data to CBRN analysis tools and then on to the command-and-control system. This enhanced considerably the earlier exercise demonstration since here, at PRECISE RESPONSE, live CBRN sensors were now part of the integrated system. This was no longer a table-top exercise.

"At commanders' briefings during the exercise, situational awareness was brought to a new level as commanders saw CBRN threat assessments in near real time," said Maj Petchiny. "I think they were quite impressed."



Ex BRAVE BEDUIN in progress.

CHAMPIONSHIP PROMOTES SAFE DRIVING ACROSS DEFENCE

Canadian military drivers have competed annually in National Driving Competitions since 1947 and this year was no exception. As 55 competitors from privates, corporals and DND civilian drivers from across Canada arrived in Valcartier, Que. for the Canadian Forces Safe Driving Competition (CFSDC).

One of the most important aspects of this annual competition is the experience gained and shared with fellow drivers and operators, promoting continuous education towards safe driving habits, the honing of their driving skills and road safety knowledge.

All competitors earned the right to compete at the national level by placing in the top three of their respective Regional Diving Competitions earlier in the summer. Returning 2012 CFSDC champions also competed because they had maintained a collision free driving record throughout the year. Collectively, all competitors actually accumulated over an impressive one million kilometres of collision free driving over the past year leading up to the competition.

Each competitor had something to prove as they were being judged by 10 Mobile Support Equipment Operators, Chief Warrant Officers and several CAF Master Drivers for their professional skills, outstanding road safety knowledge and ability to perform at a superior level under the pressure. And the pressure was there, with events such as a two part (leg), five-to-six hour team Route Discipline event which included route card and grid reference navigation, information gathering, check point challenges involving first aid response and emergency vehicle repair. There were also vehicle obstacle events for heavy logistic vehicle wheeled, bus, 5-ton stake truck and tractor trailers that were extremely challenging.

Over the years, thousands of CAF members and DND drivers have competed at the base or wing level competitions, highlighting their driving skills and road safety knowledge, and the top three winners in each competition category have gone on to compete at regional level events and ultimately at the national level championship. In 2006 the competition was opened up to any CAF member with the requisite DND 404 qualifications and who had a 12-month collision free driving record. This year two non-MSE Op members of 5 CMBG (12 RBC) earned the right to compete at the 2013 Canadian Forces Safe Driving Championship. ♣

INTERNATIONAL SNIPER Concentration challenged skills

Military and police snipers from Canada and around the world came together to challenge their skills with a series of events, all aimed at improving their team and individual abilities.

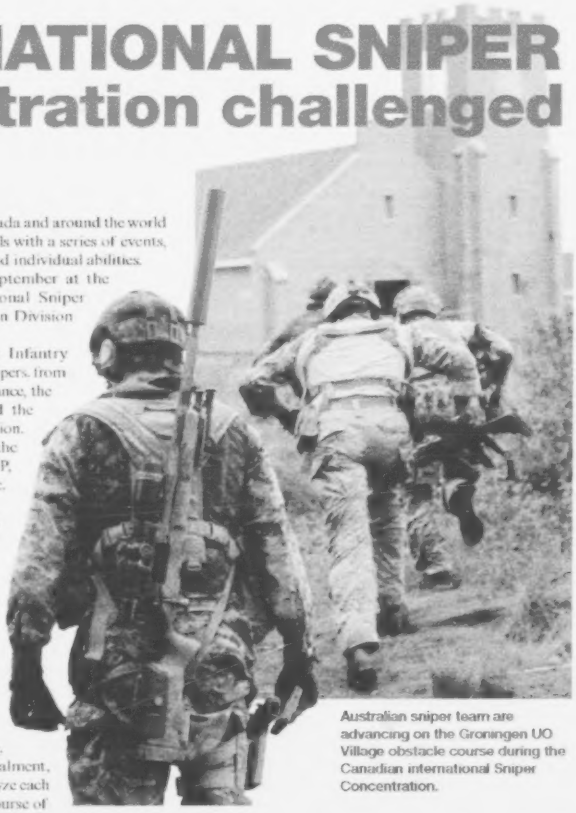
This series took place late September at the 17th Annual Canadian International Sniper Concentration held at 5th Canadian Division Support Base Gagetown, N.B.

The Combat Training Centre Infantry School hosted military and civilian snipers from Canada, Australia, New Zealand, France, the Netherlands, Sweden, Ireland, and the United Kingdom at this year's concentration. Canadian participants hailed from the Royal Canadian Regiment, the RCMP, Le Service de Police de la ville de Québec, and the Calgary Police Service.

"This sniper concentration has enhanced our soldiers' specialized skills required to maintain the high-readiness levels expected of the Canadian Army," said Lieutenant-General Marquis Hainse, commander of the Canadian Army.

"In turn, this will ensure that our Army is ready to defend Canada at home and abroad."

Sniper teams were challenged in a series of realistic events, including field firing, stalking, advanced shooting, communication, observation, concealment, and navigation. The teams had to analyze each situation and select an appropriate course of action. Once finished, the teams had the opportunity to discuss with other participants the most successful methods used to triumph the given scenarios. ♣



Australian sniper team are advancing on the Groningen UO Village obstacle course during the Canadian international Sniper Concentration.

CAF sniper team member.

PHOTOS: Opl Claude Arsenault

A CAF sniper fires his weapon on the firing range.

CAF leaders share views with international students

Thirty-five international students recently attended seminars in Ottawa on the latest project management coping strategies and techniques used to deal with complex situations, such as those faced in large scale Defence acquisitions.

The students who are enrolled in Australia's Queensland University of Technology's (QUT) Executive Masters of Business program got first-hand knowledge of the Canadian Defence perspective on managing complex projects.

Some of the students were the ADM (Materiel) group's counterparts at the Australian Defence Materiel Organization (DMO) while others were defence industry employees. The QUT, in conjunction with the Australian DMO and the International Centre for Complex Project Management (ICCPM), developed the program that has a complex project management stream and a strategic procurement stream.

The students study various project management topics such as strategic management of complex projects and problem-solving in complex environments. About two-thirds through the program they participate in an international study tour to visit industry in order to examine real-time projects and apply what they have learned.

"The seminar was a unique opportunity for the Materiel Group project management community to gain first-hand exposure and insight into the innovative QUT program that DND has participated in for the past five years," said Eric Brunwell, director of the Project Management Support Organization.

"The event also provided a venue to transfer knowledge and best practices, as well as reinforce relationships with our international practitioners, programme leaders, project managers and Australian DMO counterparts."

The seminar gave students valuable insight into how DND manages complex projects and challenges the Department faces in delivering its mandate. Project managers briefed students on how the department manages complexity in the Fixed Wing Search and Rescue project, and the Medium Support Vehicle System (MSVS).

"Everyone who came to see me after the seminar was pleased with the way the day unfolded," said Daniel Hébert, former QUT program student, seminar organizer and project manager for the MSVS project. "Many students told me that it was the best day of their study tour so far."

"The candour and straight-forwardness from all presenters was appreciated by the students and helped to reinforce their academic learning and their understanding of their own Australian defence procurement practices," said Mr. Hebert.

When the students return to Australia, they will analyze the information from the project briefs and prepare papers to provide feedback to the Materiel Group on the two projects.

"The students will present their observations and findings, and propose solutions grounded in current complex management theory and practice," said Louis Sancier, project control officer for the Arctic Offshore Patrol Ship project and a former student of the QUT program. "The QUT report will give us exposure to the current best practices in coping strategies, tools and techniques in the area of complex project management." ♣

REMEMBRANCE
PAST, PRESENT AND FUTURE

The famous words in the last paragraph from a poem by Laurence Binyon called "The Fallen" is heard at Remembrance Day ceremonies across Canada.

First published in *The Times* newspaper on September 21, 1914, which was very early in the war, this poem was written as a reaction to the high casualty rates of the British Expeditionary Force at Mons and Le Cateau, but the four famous lines have now taken an existence of their own that apply to all war casualties and heard around the world.

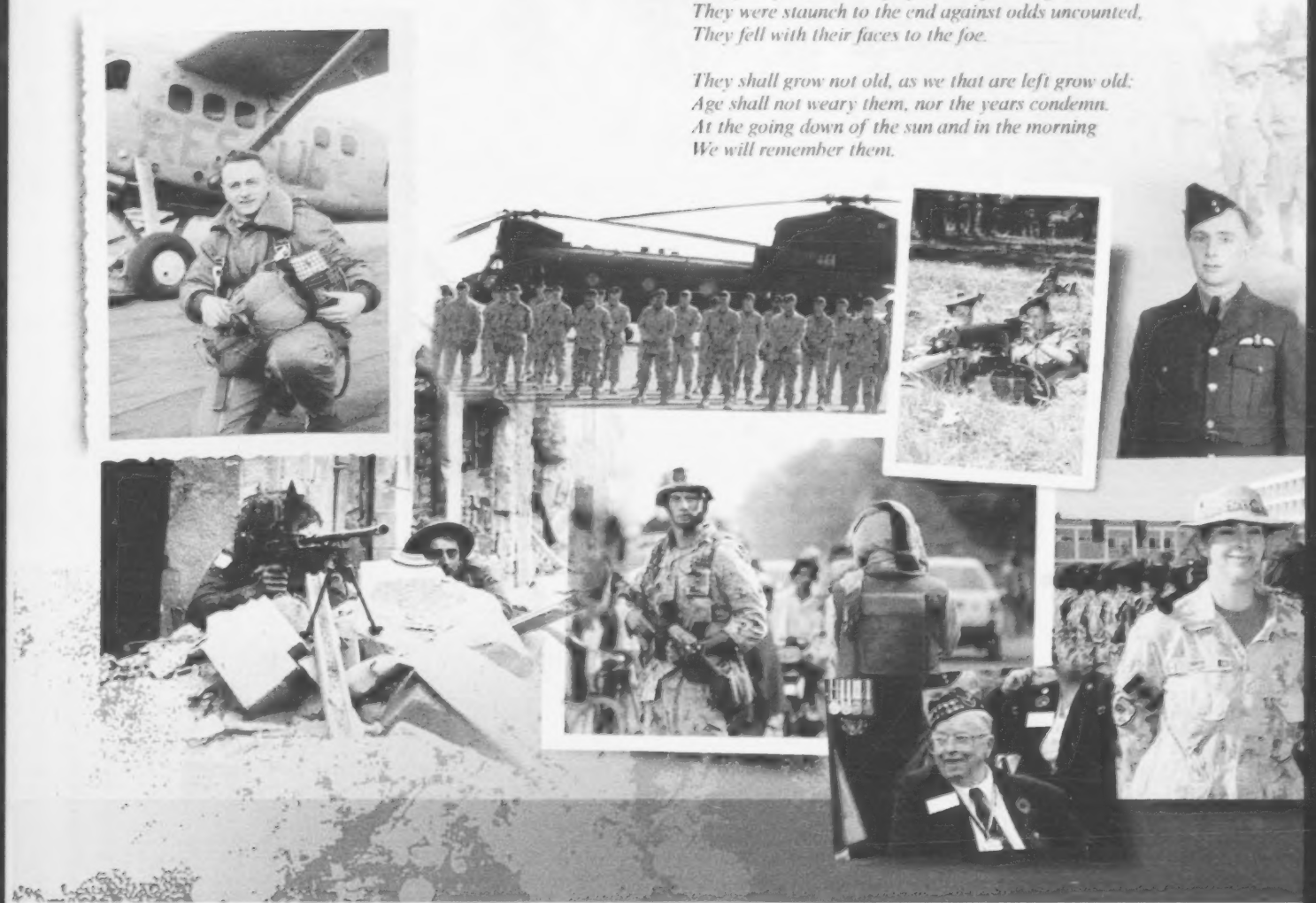
For the Fallen

With proud thanksgiving, a mother for her children,
England mourns for her dead across the sea.
Flash of her flesh they were, spirit of her spirit,
Fallen in the cause of the free.

Solemn the drums thrill: Death august and royal
Sings sorrow up into immortal spheres.
There is music in the midst of desolation
And a glory that shines upon our tears.

They went with songs to the battle, they were young,
Straight of limb, true of eye, steady and aglow.
They were staunch to the end against odds uncounted,
They fell with their faces to the foe.

They shall grow not old, as we that are left grow old:
Age shall not weary them, nor the years condemn.
At the going down of the sun and in the morning
We will remember them.



LE SOUVENIR

Lors des cérémonies du jour du Souvenir, partout au Canada, on récite les vers bien connus de la dernière strophe d'un poème écrit par Laurence Binyon intitulé « *The Fallen* » (Aux soldats morts au champ d'honneur).

Publié pour la première fois dans le journal *The Times*, le 21 septembre 1914, peu après le début de la guerre, le poème rend hommage aux nombreux soldats du Corps expéditionnaire britannique tombés à Mons et à Le Cateau. Toutefois, ces vers célèbres sont toujours à propos et peuvent s'appliquer à tous ceux qui ont perdu la vie au combat. On les récite d'ailleurs partout dans le monde.

Aux soldats morts au champ d'honneur

Fière et reconnaissante, la patrie, telle une mère,
Pleure ses enfants disparus au-delà des mers,
Ces soldats, esprit de son esprit et chair de sa chair,
Morts au nom de la liberté qui leur était si chère.

Aux frémissements des tambours, la Mort, royale et solennelle,
Égrène des notes de tristesse dans les sphères immortelles.
Mais, au milieu de la désolation, résonne une musique d'espoir
Et nos larmes sont séchées par un rayon de gloire.

Ils étaient jeunes; c'est en chantant qu'ils ont pris le départ,
Solides et droits, les yeux brillants d'énergie.
Jusqu'à la fin, ils ont combattu sans faillir, assaillis de toutes parts.
Ils sont morts le visage tourné vers l'ennemi.

Ils ne vieilliront pas comme nous, qui leur avons survécu;
Ils ne connaîtront jamais l'outrage ni le poids des années.
Quand viendra l'heure du crépuscule et celle de l'aurore,
Nous nous souviendrons d'eux.